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*The*  
NATIONAL ASSOCIATION  
of CORPORATION SCHOOLS  
BULLETIN

25 Cents a Copy

\$2.00 For a Year

Volume IV

April, 1917

March Meeting of the Executive  
Committee

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News Items About Our Members

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Program for Buffalo Convention

PUBLISHED BY ORDER OF THE  
EXECUTIVE COMMITTEE

# The National Association of Corporation Schools

Headquarters, 130 East 15th Street, New York City

## Objects

Corporations are realizing more and more the importance of education in the efficient management of their business. The Company school has been sufficiently tried out as a method of increasing efficiency to warrant its continuance as an industrial factor.

The National Association of Corporation Schools aims to render new corporation schools successful from the start by warning them against the pitfalls into which others have fallen and to provide a forum where corporation school officers may interchange experience. The control is vested entirely in the member corporations, thus admitting only so much of theory and extraneous activities as the corporations themselves feel will be beneficial and will return dividends on their investment in time and membership fees.

A central office is maintained where information is gathered, arranged and classified regarding every phase of industrial education. This is available to all corporations, companies, firms or individuals who now maintain or desire to institute educational courses upon becoming members of the Association.

## Functions

The functions of the Association are threefold; to develop the efficiency of the individual employee; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

## Membership

*From the Constitution—Article III.*

SECTION 1.—Members shall be divided into three classes: Class A (Company Members) Class B (Members), Class C (Associate Members).

SECTION 2.—Class A members shall be commercial, industrial, transportation or governmental organizations, whether under corporation, firm or individual ownership, which now are or may be interested in the education of their employees. They shall be entitled, through their properly accredited representatives, to attend all meetings of the Association, to vote and to hold office.

SECTION 3.—Class B members shall be officers, managers or instructors of schools conducted, by corporations that are Class A members. They shall be entitled to hold office and attend all general meetings of the Association.

SECTION 4.—Class C members shall be those not eligible for membership in Class A or Class B who are in sympathy with the objects of the Association.

## Dues

*From the Constitution—Article VII.*

SECTION 1.—The annual dues of Class A members shall be \$100.00.

SECTION 2.—The annual dues of Class B members shall be \$5.00 and the annual dues of Class C members shall be \$10.00.

SECTION 3.—All dues shall be payable in advance and shall cover the calendar year. New Class A members joining between January 1st and April 1st, shall pay first year's dues of \$100.00; those joining between April 1st and July 1st, shall pay nine months' dues or \$75.00; those joining between July 1st and October 1st, shall pay six months' dues or \$50.00; those joining between October 1st and December 31st shall pay three months' dues or \$25.00, but for subsequent years shall pay full dues of \$100.00. Any members in arrears for three months shall be dropped by the Executive Committee unless in its judgment sufficient reasons shall exist for continuing members on the roll.

## Officers 1916-1917

### President

Dr. Herbert J. Tily  
Strawbridge & Clothier

### First Vice-President

J. W. Diets  
Western Electric Company

### Second Vice-President

Dr. H. M. Rowe  
The H. M. Rowe Company

### Secretary

Dr. Lee Galloway  
New York University

### Treasurer

E. J. Mehren  
McGraw Publishing Company

### Executive Secretary and Assistant Treas.

F. C. Henderschott  
The New York Edison Company

### Executive Committee

C. R. Dooley  
Westinghouse Electric &  
Manufacturing Company  
K. W. Waterson  
American Telephone &  
Telegraph Company  
Geo. N. VanDerhoef  
Dodge Manufacturing Co.  
Geo. I. Alden  
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Companies  
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Consolidated Gas Company  
of New York  
John McLeod  
Ex-President N. A. C. S.  
Carnegie Steel Company  
F. C. Henderschott  
The New York Edison Company







# The National Association of Corporation Schools BULLETIN

Published Monthly by

THE NATIONAL ASSOCIATION OF CORPORATION SCHOOLS

130 E. 15th Street, New York City

Edited by F. C. Henderschott, Executive Secretary

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Volume IV

April 1917

No. 4

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## **LET'S MAKE THE BUFFALO CONVENTION A MEMORABLE OCCASION**

In this issue of the BULLETIN will be found the program for the Fifth Annual Convention of our Association to be held in Buffalo in June. The Program Committee has made an earnest and constructive effort to prepare a program which will insure the success of the convention. The program is published well in advance that all our members may have opportunity to make preparations for being in attendance at the convention and also that they may co-operate by interesting other members, not only of their own companies, but representatives of other companies in the community who should be interested in our Association and its activities.

The Hand Book, which will include the program, will be issued about April 15th, and as many copies as our members desire may be secured by addressing requests to the Executive Secretary.

Every indication at this time is for the largest and best convention our Association has held, but the success of our organization, like the success of every other organization co-operative in character, depends upon the activities of the individual members more than upon any other single factor.

Our Executive Committee and officers have worked earnestly and our Association has profited accordingly. The National Association of Corporation Schools is now a national institution. Our activities are in the field of personal relations in industry. This is unquestionably the most fertile field for active work at the present time. Big things are now under consideration—a program so large and so varied that it will tax the ingenuity and ability of our every member. But the result will justify the effort.

Earnest co-operation will make the Buffalo convention a

memorable occasion. Your officers and your Executive Committee earnestly request and confidently expect united co-operation, that the progress of our Association may not be interrupted and that the great work to be done may be accomplished as speedily as possible.

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### **READ AND PREPARE TO DISCUSS THE SUB-COMMITTEES ADVANCE REPORTS**

Sixteen advance reports will be issued this year and forwarded to all members prior to the forthcoming convention at Buffalo.

The first of these reports has been printed and mailed. It covers the work of the sub-committee on Corporation Continuation Schools and contains a vast amount of helpful and comprehensive information.

Reports of the other sub-committees are to be in the hands of the Executive Secretary not later than April 1st and will be printed and forwarded to members as rapidly as the work can be done.

A special report made by the Executive Secretary under the direction of the Executive Committee covering profit-sharing plans (including stock ownership on the part of the employees), service annuity or retirement pension plans, sick and death benefit plans and group insurance plans has been completed, and is now in the hands of the printer. Our members will receive copies of this report prior to the 15th of April. The report is the most comprehensive and exhaustive work of this character ever published.

Members should carefully read these reports, marking those portions in which they are especially interested, and come to the Buffalo convention prepared to take active part in the discussions.

The value of the published proceedings of our annual conventions depends largely upon the interest which our members take in the discussions of the sub-committee reports.

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### **A TREND OF THE TIMES**

From the *Wingfoot Clan*, the house-organ published by the Goodyear Tire and Rubber Company, we quote the following from an editorial article:

"The extraordinarily large number of manufacturing companies all over the United States that have, within the past six

months, given bonuses and increases to their employees, without contention, and in a majority of instances without definite demand on the part of labor, leads us to suspect that there is more of a partnership in profits between labor and capital than most of the political demagogues will admit.

"Nothing is easier than to presuppose irreconcilable differences between two social groups, but the assumption 'gets us nowhere.' It is easy to sit down and dilate on the opposed interests of capital and labor, presuming that we only advance toward some gloomy disaster which every man, woman and child, whether rich or poor, must equally detest and dread. What do such assumptions gain for us? Absolutely nothing. Even to entertain them merely advertise mental cowardice, signifying that a man abandons the problem, leaving it to others to find a principle whereby all may live together in peace and concord.

"Why not recognize the signs of the times? Prophecies of disaster are out of style. On all sides we find testimony that labor and capital in America as in no other place in the world are getting together."

The writer of the above quotation has summed up the industrial situation of the United States and has pointed the way to a solution of our country's greatest problem.

While there are signs that capital and labor are broadening their viewpoints, the problem is still one of proportions to stagger the most gigantic intellects.

Whereas in Germany the government has for many years used its great power to benefit the industries of that country and has prevented useless waste through conflict of capital and labor, the situation in this country has been just the reverse. Our government has assumed that all successful industrial corporations should be objects of suspicion, and has wielded the Sherman Law "club" as a threat and a defiance. Government has suspicioned capital; labor has suspicioned capital and capital has suspicioned the motives of both government and labor; labor, in turn, has suspicioned government and government has suspicioned organized labor. The three great vital forces which must be united in order to insure prosperity have been suspicious of each other, and a solution of the situation is needed.

Only a few weeks ago an announcement was made in a magazine of national circulation to the effect that a new organization has come into existence known as the National Industrial Conference Board, organized to fight labor. We trust this announcement is an error. Capital can gain no permanent advan-

tage by fighting labor and labor can gain no permanent advantage by fighting capital. The interests of both are identical.

There is an estimated waste of a billion dollars annually in industry in the United States through labor troubles. This billion dollars could better be employed to the advantage of both capital and labor. The slogan for the future in the United States must be a sympathetic and helpful attitude on the part of government toward both capital and labor, a clearer understanding between the employer and employe, and co-operation for mutual benefit because suspicion and antagonism result to the detriment of both.

It is to this problem that The National Association of Corporation Schools is dedicated, and there are evidences that the dawning of a better understanding is near.

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### UTILIZING THE WORLD'S KNOWLEDGE

Dr. W. R. Whitney, Director of the Research Laboratory of the General Electric Company, contributed an article to the January 6th issue of the *Electrical World* under the caption "The Great Need of Promoting Research in America." As Dr. Whitney is a member of the engineering profession, he naturally discusses the problem from an engineering standpoint. But the same conditions exist in relation to the problems of marketing and in some degree, at least, to all of the problems which underlie modern industry.

It is the belief of Dr. Whitney that the United States has been content to utilize the knowledge developed by the specialists in research of foreign nations, especially those of Germany and England.

Coincident with our history, other countries, somewhat differing from our own, have been increasing the world's store of knowledge by a certain system. It is by utilizing this store that we have made most of our advances.

"From it," says Dr. Whitney, "we have made our engines, healed our wounds and cured our sick, talked through wires and heard through infinite space. We inventors and engineers, using, generally, the scientific products of foreign lands, have turned knowledge into utility. But we have taken no time to contribute to the world's needed supply of new facts.

"Compared with other countries we have been exceedingly shortsighted. We are much more active as users than as the producers of knowledge. We make no provision for repairing the

rapid exhaustion of our soils, replacing our disappearing coal and oil, nor providing the new knowledge on which future life or happiness must be based."

Dr. Whitney is an authority whose conclusions are worthy of most careful consideration. The indictment which he has drawn is severe; yet his conclusions are unquestionably true.

He continues his interesting discussion, pointing out basic facts which every American citizen should read and understand.

"Inventors and engineers are being rapidly grown, but searchers to unearth the knowledge on which engineering is based are not being produced. In medicine there are hundreds of thousands of engineers (practicing physicians), but only a few research men. All of the former use diphtheria antitoxin, for example, and save the lives of thousands of children. This is possible because there was a certain research carried out by a trained man who did not have to be an engineer in order to live. Certainly tuberculosis and cancer call for experiments to help the engineering physician. He simply cannot efficiently perform the necessary researches and be the engineer, too. Other countries have provided for the education, support and encouragement of men who practically devoted their lives to pure or scientific research. Their investigations seemed more or less academic. These were careful physical analyses of natural phenomena which, at the time, had no visible utilitarian value. As we look into the lives of these pioneers, we find that they were usually much like keenly interested but highly intelligent boys in their appreciation of Nature. They were always learning, and spreading their information broadcast. By some public plan they were immune from the interruptions of conflicting cares, and could pursue their studies uninterrupted. It is not surprising to find that most of the foundations of engineering, whether they be antitoxins or ether vibrations, have come to us through professors of science in European universities or institutions."

Dr. Whitney develops another thought of equal importance; that teaching is not of primary importance but secondary to research.

"As we review the history of scores of cases, it is evident that most foreign universities have held teaching to be secondary to research, and have, for several decades at least, employed and given great facilities to men who made experiment their lifework and taught science for the purpose of preparing similar investigators. It is we Americans who have prostituted teaching for the use of the industries.



"In a volume on German culture, edited by a group of English writers, there are comparative lists of great contributors to engineering science. There are listed twelve leaders in chemistry and twelve in physics from England, France, Germany and the rest of the world, making ninety-six in all. They were the producers of new science in the nineteenth century. Of these ninety-six, only five were from the United States. Forty-eight mathematicians are also compared, and no American is among them. In other words, from a scientific point of view, we represented about 3 per cent of the world's constructive gray matter.

"Another and different criterion occurs in the recipients of the Nobel prizes. These are annually awarded, without regard to country, to the individual who is most deserving in the fields of physics, chemistry, physiology or medicine, literature, and peace. Here again we do not shine very brightly. In physiology and medicine, among the thirteen awards down to 1914, America had received one. Also in physics, the United States had received one out of thirteen, and in chemistry none. That is, in new and constructive scientific work of this kind during these recent years America has been recognized only twice out of thirty-nine chances—again a value so small as possibly to be attributed to error of observation."

There is still another thought which Dr. Whitney has developed and which should have consideration.

"While we may be doing our share in the applications of science, we have failed in laying foundations. This is thoroughly deprecated in J. J. Carty's recent presidential address before the American Institute of Electrical Engineers. Until we can learn to do still better let us follow the example of the German universities or of the British institutions. There the teaching of science is not confined to the preparation of men to earn a living as engineers. In practically every one of scores of universities, particularly in Germany, there are professors whose main object seems to be to advance knowledge, to discover new facts, and to teach by precept the acquirement instead of the storage of information."

The plan suggested above can, however, at best be taken as a makeshift. What the United States needs is the development of an educational system that will fill its requirements independent of any other nation, but of course sufficiently broad to permit of a constant interchange of ideas and of facts brought forth by research efforts.

In his book on "Commerce and Industry," J. Russel Smith



in the chapter dealing with the German Empire points out the meagre natural resources of Germany, and says that "scientific development is the key to an understanding of Germany. To defend and make herself powerful, she needed trained men. So she leads the world in education. She rewards scientific attainment as the United States and England do not do. Her universities have developed and thoroughly taught physics and chemistry, and these sciences are the making of manufacture."

And, again, in the same chapter the author says, "Germany has stimulated manufactures more than any other nation, using tariffs, bounties, favorable rates on the state railways and education. No country has excelled her in technical education."

The United States can become the permanent leader among the industrial nations of the world. The first and most important provision necessary to this accomplishment is an educational system broad enough to include, not only research but the training of every citizen, thus enabling him to realize his greatest possibilities. The greatness of a nation rests on the collective efficiency of its individual citizens.

"Problems in human engineering will receive, during the coming years, the same genius and attention which the nineteenth century gave to the more material forms of engineering.

"We have laid good foundations for industrial prosperity. Now we want to assure the happiness and growth of the workers through Vocation Education and Vocational Guidance and wisely managed employment departments. A great field for industrial experimentation and statesmanship is opening up."

—*Thomas A. Edison.*

## **CO-OPERATION KEYNOTE IN REBUILDING EUROPE**

Extract from an address by James H. Farrell, President of the United States Steel Corporation and Chairman of the National Foreign Trade Council.

"In the presence of the gigantic needs of the war-swept territories in Europe and of their poverty-stricken populations, any application of the old-time methods of competition sounds trivial.

"Co-operation on the broadest and most generous scale and in the most sympathetic spirit must be the rule if economic recovery is to be quick and thorough. We shall greatly facilitate international co-operation for the general welfare of the world by establishing among ourselves a co-operative system of selling in foreign trade."

## MEETING OF EXECUTIVE COMMITTEE

**Membership Reaches Highwater Mark—Approval of Hand-Book for Buffalo Convention—Special Committee to Determine Plans for Raising Additional Funds Reports Progress—Approval of Plans of Special Course at New York University Designed to Develop Industrial Educational Directors—Acceptance of the Plan Submitted by the Program Committee Committing Our Association to a Program of Definite Activities.**

There was a good attendance at the March meeting of the Executive Committee held in New York on the 6th of the month. President Tily presided and Secretary Galloway and Messrs. Wright, Dooley, ex-President McLeod, Park, VanDerhoef, Yoder and the Executive Secretary were present.

The minutes of the February meeting were approved.

The Treasurer's report was read, accepted and ordered filed. The report showed cash on hand, as of March 6th, amounting to \$5,274.15 and no liabilities, and uncollected and ready assets amounting to \$2,856.00 more.

The Executive Secretary read the membership report, showing a loss of three Class "A" members during the month of February and a gain of four; a gain of two Class "B" members and no loss; a gain of eight Class "C" members and no loss. The report showed a total membership of 293, consisting of

105	Class	"A"	members
92	"	"B"	"
96	"	"C"	"

or the largest membership our Association has ever had.

The Executive Secretary submitted a completed manuscript for the Hand Book to be issued in connection with the fifth annual convention, to be held at Buffalo, June 5th, 6th, 7th and 8th, which manuscript was approved and 2,500 copies ordered printed.

A letter written by Mr. E. J. Mehren, Treasurer of our Association, was presented by the Executive Secretary, suggesting the appointment of a sub-committee to study the question of training for foreign trade. It was felt that it would be too late for such a committee to make a report to the fifth annual convention, and the matter was, therefore, referred to the incoming administration.

**Mr. Dooley Will Address Librarians' Association**

The Executive Secretary presented a letter from Walter L. Brown, President of the American Library Association, requesting that our Association send a speaker to its Thirty-ninth annual Conference to be held at Louisville, Ky., June 21st to 27th. The Executive Secretary suggested that Mr. C. R. Dooley represent our Association, and, upon motion, unanimously carried, Mr. Dooley was selected to attend the Librarians' Conference and deliver an address covering the scope, policies and work of our Association.

An invitation from the San Francisco Convention League for our Association to hold its 1918 meeting in that City was presented, and upon motion received and ordered filed, it being the impression of the members of the Executive Committee that our membership in the Far West does not justify the holding of an annual convention on the Pacific Coast at this time. The Executive Secretary, however, was instructed to thank the San Francisco Convention League for its invitation.

A letter from Mr. F. W. Thomas, Supervisor of Apprentices of the Atchison, Topeka and Santa Fe Railway System was presented by the Executive Secretary and discussed. Upon motion, duly seconded and unanimously carried, the Executive Secretary was instructed to advise Mr. Thomas that our Association has no intention of making surveys which would conflict with any other Association carrying on similar work, and that such investigations as may be undertaken by our Association will be to secure information entirely within the scope and field of our Association's activities and for the purpose of being helpful to our membership.

Dr. Rowe, Chairman of the Special Committee to determine plans for raising additional funds to finance research work, being unable to be present, President Tily stated that the Committee had met and considered plans, and hoped to be able to make a definite report at the next meeting of the Executive Committee.

**Efforts to Increase Class "A" Membership**

There was a general discussion as to the advisability and possibility of increasing Class "A" membership in our Association. Upon motion the matter was referred to President Tily as Chairman of the Membership Committee, Mr. Wright, and Dr. Hess of the University of Pennsylvania, with whom negotiations are under way looking to his acting as a field representative of the Association. The matter up to this point has been

negotiated as an experiment with the possibility, however, of making some similar arrangement permanent if the results are satisfactory.

### **Special Course at New York University**

Dr. Galloway of the Special Committee appointed to negotiate with New York University in regard to the matter of a special course designed to train educational directors and instructors for industrial corporations reported for that Committee. After discussion, President Tily moved and Mr. Dooley seconded a motion that we authorize our Executive Secretary to communicate with the proper authorities at New York University and request that such a course be put on beginning with the Fall Term, that our Association will co-operate in every way possible, including such financial support as may be necessary to the end that the course may be properly developed and made a permanent part of the work of the University. It being understood that if the course is given at the University it will be under the direction of the Executive Secretary of our Association.

The Executive Secretary presented a letter from Mr. Charles R. Hook, Vice-President of the American Rolling Mill Company, a Class "A" member of our Association, the purport of the letter being to the effect that his Company is desirous of securing the services of a man capable of taking full charge of their Department of Personal Relations, and that such men at this time are not available. It was felt that the course at New York University would in time supply this need.

No adverse criticism having been received, the Executive Committee, upon motion, unanimously adopted the report of the Program Committee submitted at the February meeting and laid over until this meeting that all members might have opportunity to give the definite program of activities due consideration. The activities to which our Association is now definitely pledged through its Executive Committee are as follows:

### **A Definite Program of Activities**

The Program Committee recommends to the Executive Committee that our Association be pledged to carry out the following definite program of activities as rapidly as it is within our power so to do:

1. To institute and prosecute research and survey work with the object of ascertaining the educational requirements of our member companies.



2. To continue all the present activities of our Association and to strengthen such activities wherever possible.
3. To provide a source from which trained and competent educational directors and instructors may be secured by industrial institutions.
4. To study the possibilities of further activities both from the viewpoint of helpfulness to our members and to the industries of our country.
5. To assist in every possible way in the development of Local Chapters of our Association.
6. To secure, correlate and make available to all our members information regarding all the subdivisions which may be classed under "human relations"; such as, employment bureaus, educational courses, and methods of conducting same, group insurance and sick and death benefit plans, stock ownership, profit sharing, retirement pensions and all other activities commonly known as "welfare."

The meeting then adjourned until the first Tuesday in May, unless previously called together by the President.

*It's a dead issue* if you are going to hold to methods which won't work now.

Find out the "right now" methods for training apprentices. The Association is studying the problem.

EXECUTIVE SECRETARY'S OFFICE,  
Irving Place and 15th Street,  
New York City:

I am interested in plans that are successful today in training trade apprentices.

Name .....

Company .....

Address .....



## **NEWS ITEMS ABOUT OUR MEMBERS**

**News of the Local Chapters—Special Course at New York University—The Problem of Securing Efficient Educational Directors—Keeping the Road for Advancement Open to Employees—Training Course of the Southern Bell Telephone and Telegraph Company—Employees of the Pennsylvania Railroad Company May Become Stockholders—Character Cannot Be Told by the Shape of the Face and Head.**

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### **The Business Letter**

Mr. A. L. Irish, Office Manager of the B. F. Goodrich Company, has kindly favored the BULLETIN with a set of pamphlets which his Company has issued, dealing with the business letter.

To date four of the pamphlets have been received and are issued under the following captions: "The Beginning of the Business Letter"; "Conciseness in a Business Letter"; "Clearness in a Business Letter"; and the "End of a Business Letter."

The pamphlets are concise and to the point, and contain much of value concerning the subject on which they are written.

The BULLETIN is not advised as to whether or not our members may secure copies of these pamphlets, but requests directed to Mr. Irish in care of the B. F. Goodrich Company, Akron, Ohio, would undoubtedly receive the usual courteous attention which is accorded to all requests directed to this Company.

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### **Opening the Road to Advancement to Every Employee**

Writing under the caption "Progress," Don Stevens, Manager of the Labor Department of the Goodyear Tire and Rubber Company, gives the following information in the "Winfoot Clan," the house-organ of that Company.

"Frequently I am asked, What definite opportunities do you provide Goodyear men for bettering their conditions and for improving themselves? I always feel glad to be able to reply promptly and without hesitation that so far as I know we have the only practical definite scheme in the country by which a man can secure promotions other than by the general method of working out his own salvation. I am also glad to be able to say that we have means for a man to better himself mentally as well as in position, and still further I am glad to be able to say that we recognize in a practical way the loyalty and interest of men of middle age who are of the contented, rather than the ambitious

type and who prefer piece-work to the struggle for the better position.

"There are two programs at the Goodyear which provide a positive means for a man to secure a better position if he is willing to enter the fight. The first is the simple principle that we do not offer positions to men outside of the Goodyear without first giving consideration to the men already in Goodyear. The second is, that we pick the best workers in our factory who are interested in promoting themselves, to be members of the Goodyear Flying Squadron. Upon joining the Squadron they enter the battle for self-improvement. They have hard work to do, but with this hard work they are given the opportunity to learn the rubber business from end to end. They are required to improve their mental ability by attending school and they are trained for positions of responsibility through the study of such subjects as Rubber Manufacturing Practice, and Organization and Management. Every man who joins the Flying Squadron is not picked to be a sub-foreman or a foreman. Just as the best men are picked from the factory to join the Squadron so are the best men from the Squadron picked for the positions of responsibility. Sixty per cent of the thirty-five men who completed the entire course arranged for the Squadron No. 1 are now foremen or sub-foremen. Thirty per cent of the Squadron No. 2 attained similar honors. Squadrons Nos. 3 and 4 hold even greater promises. Those men who complete the three-year course, whether they are promoted further or not, are permitted certain stock-sharing privileges which practically make them partners in the Goodyear organization and in addition a steady high wage with vacation privileges, is assured. I do not know of any arrangements existing in this country which definitely provide better advantages for progress than this. Mr. Litchfield has said that he wants the Flying Squadron to be the finest body of trained men in the world, mentally, physically and for productive work.

"We believe that there is no great gain in working an eight-hour day unless the men use their extra hours to develop themselves mentally and physically. We do not force our ideas upon the Goodyear man, but we do provide an opportunity for any men who wish to extend their education and to broaden themselves free of cost.

"Furthermore, men who show interest in developing themselves by attendance at the Factory School are watched carefully and an effort is made to help them in every way possible. There is no excuse for any man at the Goodyear to say 'I do not have

an opportunity to get ahead because I do not have an education such as Smith has.' We provide the means of obtaining an education."

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### **General Training Courses of the Southern Bell Telephone and Telegraph Company**

Mr. Kendall Weisiger, Class "A" representative of the Southern Bell Telephone and Telegraph Company with which is associated the Cumberland Telephone and Telegraph Company, has kindly favored the BULLETIN with a copy of the "Training Course Manual" which has just been issued by his Company and which was used in training thirty-seven college men just recently out from that Company's general training course. These men began training in July, 1916, and were sent to the field January 1st on assignments of various sorts in the plant, traffic, commercial and engineering organizations.

In going to their various assignments these men are meeting needs for trained men brought about from three causes:

Vacancies caused through ordinary losses from the organization.

Caring for the growth of the business, and

Caring for new kinds of work brought about by improvements in the art and the stricter requirements of the service.

In discussing the manual, Mr. Weisiger writes:

"This manual, prepared by Messrs. Davis and Gammage, two members of the class, is made up of the assignment sheets given weekly to each man to serve as a guide in getting experience of the proper kind. It has been reproduced for the benefit of the organization as a whole in order that a fuller knowledge may be had of just the kind of training given to these men, so that their further training in actual experience can be directed along the proper lines.

"This course of training embodies the best practice that we have been enabled to evolve after having conducted training courses for some five or six years. It is designed to give a broad knowledge of the telephone business in as short a time as practicable, thus fitting a man who has had a college training to become a useful addition to the organization in whatever line his natural aptitudes may best fit him to work."

Other telephone and telegraph companies represented in our Association can undoubtedly secure copies of the manual by

directing their inquiries to Mr. Weisiger; care of the Southern Bell Telephone and Telegraph Company, Atlanta, Georgia.

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**Employees of the Pennsylvania Railroad Company May Become Stockholders**

Mr. George S. Hanna, Agent for the Pennsylvania Railroad Company at Warren, Pa., has contributed an article to the March issue of the *Mutual Magazine*, edited by Mr. N. F. Dougherty and published by the Pennsylvania Railroad Company, on "The Selection, Organizing and Development of Men." The article is very practical and contains many helpful suggestions.

Copies of the magazine can probably be secured by addressing Mr. Dougherty at 1841 Filbert Street, Philadelphia, Pa.

There are many other excellent articles in this issue of the magazine, including an announcement of a plan in which the employes of the Pennsylvania Railroad Company, who are members of the Mutual Benefit Association, can purchase stock in the company to be paid for in monthly installments.

In permitting its employes to purchase stock on advantageous terms, this great railroad system has taken a long step in the right direction. Employes who share in the profits which they have helped to create, other than the direct remuneration for their labor which comes to them through their pay envelopes cannot but be more vitally interested in the development and welfare of the corporation than employes which have no interest other than their daily or weekly wages.

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**The Problem of Securing a Trained Executive to Handle the Personal Relations Department**

The BULLETIN is in receipt of the following interesting letter from Mr. Charles R. Hook, Vice-President of The American Rolling Mill Company:

MR. F. C. HENDERSCHOTT, EXECUTIVE SECRETARY:

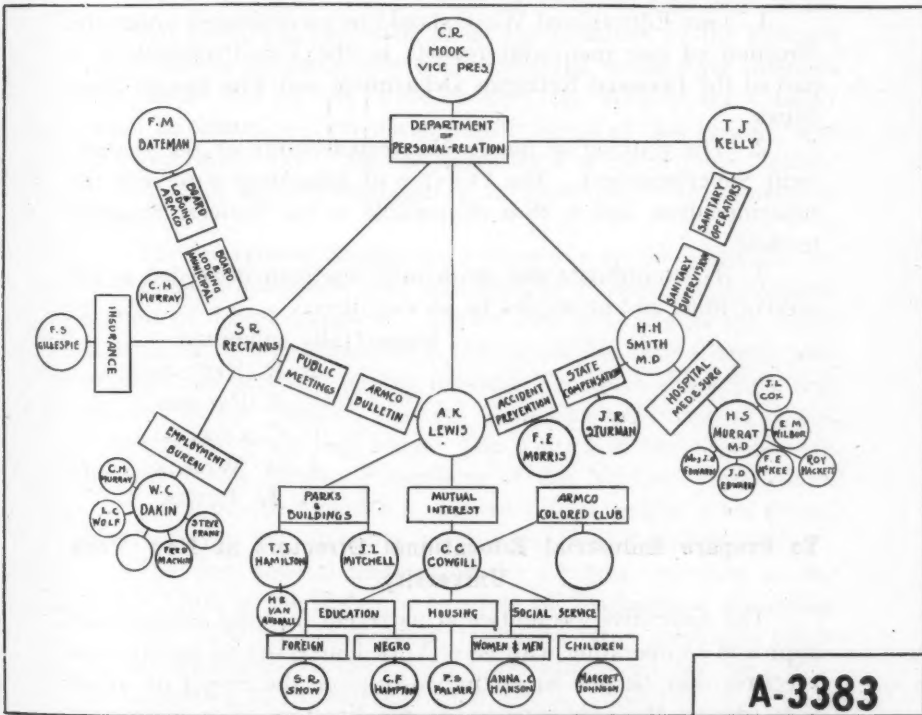
In reading the minutes of the last Executive Committee meeting, Tuesday, February 6th, my particular attention is attracted to the third paragraph on page three, in which it is stated that:

"It now seems desirable that there be a sub-committee of the Executive Committee whose duty it shall be to develop plans through which industrial institutions could secure suitable educational directors and instructors."

I am inclosing herewith a print from our Drawing No. 3383,

showing the organization of our Department of Personal Relations. The education of foreign born workmen and colored workmen only is under the direction of Mr. Cowgill. As you will note from copy of recommendation by our Educational Committee inclosed herewith they recommend that all educational work should be co-ordinated under the direction of one man. Before giving general approval of the recommendation of the Committee, I would like to know first who that one man is, and my next purpose is to get in touch with THE MAN. If you know of any men who could be considered for such a position, I would be very grateful to you for their names.

Yours very truly,  
CHARLES R. HOOK,  
Vice-President.



Mr. Hook attaches a chart of the Department of Personal Relations of their Company, which is reproduced herewith, as the organization of this Department will undoubtedly be of interest to all our members.

Unfortunately, while this office has on hand several applica-



tions for the position of educational director in corporation schools, none of the applicants have had such experience as would qualify them to successfully fill such an office.

It is hoped that the course to be given at New York University the coming winter will qualify those who take the course to be able to organize, institute and direct corporation schools.

The recommendations of the Educational Committee are also interesting and are reproduced for the benefit of all our members.

#### **Recommendations of the Educational Committee**

MR. C. R. HOOK, Vice-President, Operating Division.

DEAR SIR:

Your Educational Committee had a meeting this morning and have the following recommendations to make:

1. Our Educational Work should be co-ordinated under the direction of one man who reports to the Vice-President as a part of the Personal Relations Department and who has no other duties.

2. The training of men is the responsibility of the Department Superintendent. The Director of Education is to help the superintendent, and is thus responsible to the General Superintendent.

3. To co-ordinate this work only one man is needed at the present time, and he should be an executive.

Respectfully submitted,

S. R. RECTANUS,

C. B. PALMER,

C. C. COWGILL,

J. H. WILSON,

A. K. LEWIS.

#### **To Prepare Industrial Educational Directors at New York University**

The Executive Committee at its recent meeting unanimously approved co-operating with New York University to the end that a course may be put on at that institution, the object of which is to prepare those desiring to become directors of or instructors in corporation schools.

The course has been outlined, but had not, at the time this article was written, been definitely approved by the University. It is expected, however, that such action will be taken.

The course, when put on, will be directed by the Executive Secretary of our Association.



**Brief History of the Development of the Pittsburgh Local Chapter by P. E. Wakefield, Secretary and Treasurer**

At the fourth annual convention of the National Association, held in Pittsburgh last June, the retiring president, Mr. John McLeod, in his "annual address of the president," proposed that Local Chapters of the National Association should be organized throughout the country. It was pointed out that this development would afford more frequent and more convenient opportunities for meetings of those interested in corporation schools, thereby making for a more complete realization of the object of the Association, which is to provide a forum for the interchange of ideas and to collect and make available data relative to methods of increasing the efficiency of employees. Of course the scope of a Local Chapter's work would be narrower than that of the national body, but inasmuch as all the members of the Chapter would live in the same industrial center and would have interests peculiar to that section of the country, the work of the Chapter could be shaped to meet the particular needs of that locality, and in effect make the National Association a much more flexible organization without complicating or departing from its original object.

The convention having acted favorably on this proposed development, a committee was appointed to arrange for the organization of Local Chapters. Under their supervision the Pittsburgh Chapter was organized in October, 1916. The Chapter constitution, as accepted by the national Executive Committee and adopted by the Chapter, provides for a Chapter executive board, which is the governing body. The control of the Chapter can be only in the hands of members of the National Association. The work of the Chapter is carried on by section committees, modeled after the standing committees of the national body.

The first general meeting of the Chapter was held in the Union Club, at the Carnegie Institute of Technology, December 7, 1916. Chairman McLeod reviewed the steps previously taken in the organization of the Chapter, and announced that the Chapter Executive Board had appointed section committees for Graduate Schools, Trades Schools, Unskilled Labor, Employment Plans, and Safety and Welfare sections. After a further discussion of the purposes of the Chapter and the statement of some general principles for the guidance of the committees, the general meeting resolved itself into separate meetings of the sections. These meetings proceeded to perfect the organization of the sections and plan their work, after which they adjourned to meet

individually once a month, at the convenience of the members of the several sections.

In the three months that have elapsed since the general meeting, the rapid growth in membership, interest and attendance at the monthly meetings of the sections, and the flexibility and utility of the arrangement, have satisfied the most sanguine hopes of those who originated the idea of organizing Local Chapters.

The following list of some of the special features that have been offered at some of the section meetings in addition to the general discussion, will afford some indication of the nature of the work of the Chapter.

"Safety First"—Mr. C. W. Price, Field Secretary, National Safety Council.

"Co-operation Between the Government and Corporation Schools for Foreigners"—Mr. W. M. Ragsdale, Chief Naturalization Examiner, Pittsburgh District.

"Immigration and Immigrants"—Mr. W. W. Sibray, Immigration Service.

"Reducing the Labor Turnover"—Mr. J. C. Bower, Employment Agent, Westinghouse Electric and Mfg. Co.

"The Bethlehem Steel Company's First Aid Film."

As opportunity arises, other sections will be organized to cover the wide field of corporation schools in the Pittsburgh District.

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### **Educational and Vocational Training Courses of the American Rolling Mill Company by H. V. Mercer, Secretary to the Vice-President**

The educational work of The American Rolling Mill Company is divided into two main branches—instruction and training. Training consists of teaching unskilled laborers to become semi-skilled; and in teaching skilled laborers to perform highly specialized duties. The instruction is all given by selected departmental foremen under the supervision of the department superintendent. The only exception to this general statement is found in our machine shop, foundry and electrical shops. In these departments a definite course of apprenticeship is entered upon by boys having at least eighth-grade preparatory work, and the apprentices are under the direction of the shop foremen and an apprentice instructor or his assistant. No boy is taken on who is not eighteen years or more of age, and they work regular hours on productive work. Although their work is directly in charge of the shop foreman, they are visited at intervals by the apprentice instructor and given practical instruction. In the evening the instructor and

his assistants conduct classes in mechanical drawing, mathematics, English, and electricity. The sole purpose of this work is to teach the boy how to read a mechanical drawing, how to lay out work, how to use and repair his tools, and to read and understand instructions, thus fitting him to be a master workman in the shortest practical time.

Instructional work is both cultural and vocational. Classes in American Language and Citizenship are conducted for the foreign-born employees. Illiterate negroes are taught to read, write, and use simple arithmetic by an educated member of their own race. Special classes and lectures are arranged for both workmen and clerical men, either to give them a broader view of the whole business, or to educate them along some special line of work which they are engaged in.

We also have a Sales Apprentice Course whereby salesmen are trained by working in the various departments of the Mill, serving time in each department under the supervision of the department superintendent. Applicants for this course must have a college education or the equivalent.

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### **Can't Analyze Character by Face and Head**

EASTMAN KODAK COMPANY,  
ROCHESTER, N. Y.,

March 6, 1917.

DEAR MR. HENDERSCHOTT:

I am inclosing herewith a clipping from the *Rochester Democrat and Chronicle* of March 5th, thinking that it might prove of interest to some of the readers of the Association's BULLETIN.

Very truly yours,

H. E. AKERLY.

#### **CHARACTER READING FALSE**

Classing all books and teaching on ways and means of reading character by phrenology, physiognomy and their multitudinous interpretations and extensions as so much "bunk," Dr. John F. Forbes told an interested audience at the J. Y. M. A. clubhouse last evening that character may be read only as it manifests itself, not by lumps and bumps, size, colors or protuberances. Dr. Forbes bitterly resents, he says, the foisting on the public of works and teaching on the so-called science of character analysis. He frankly libeled it all last night as buncombe, 100 per cent pure.

Dr. Forbes began his talk with an explanation of the different branches of the alluring "character analysis." He took up first

the oldest form, phrenology, which purports to tell one's character by the bumps and depressions on one's head, caused, according to this belief, by development or lack of development of certain faculties. He showed how this had expanded to combine a study of the outlines of the face. The most modern form of character analysis considers the head principally, but also looks at color, texture, form, size and many other things.

#### REPRESENTATIONS TO EMPLOYERS

Dr. Forbes paid particular attention last night to the teachings promulgated by the latter class. The people of this class are selling their voices or books under the claim, he said, that they can give business men and others the ability to diagnose character infallibly. The employer of labor is especially urged to master the art, that he may have unerring judgment in selecting men. The heads of great businesses are told that it will give them the solution of the difficulties they have in choosing men for major administrative jobs.

"The only way in which character can be determined thoroughly and effectively," Dr. Forbes said, "is through careful, systematic and prolonged observation of the actions and habits of the individual, something which would require an amount of time impossible to give in the employing of men by great commercial organizations. You cannot judge a man's character accurately by an interview of a few minutes."

Dr. Forbes holds that the attributes of blondes and brunettes are as many and varied as the people themselves, and that the same is true of signs interpreted by phrenologists and physiognomists. He recalled the men of small stature, such as Cæsar and Napoleon, who have become world figures and gave examples to refute different claims.

#### FACE MAY TELL SOMETHING

The glance of the eye, the smile or the frown or other visible manifestations of the man within do tell in a measure the kind of a man one meets, but Dr. Forbes pointed out that men may force these outward expressions, so that hiring an employe on such signs is dangerous and uncertain.

"When I go into an office and see a golf bag, I form the opinion that the business man is not a shark on work, but enjoys the out of doors and play," qualified Dr. Forbes. "By one's clothes we can judge, in a measure, the neatness and preciseness of a man. In the same way, when I receive a letter I can ascertain somewhat from the writing the education, neatness and some other

qualities of the man. But it is only by watching a man over a period of time that we can diagnose his character definitely."

Dr. Forbes declared that the selling of character and power books to young men and women was one of the pitiful and harmful things of this time. He said that many had come to him for advice about buying these books and courses, which he termed bally-rot.

"It is too bad that buncombe should go on and cause minds to be directed into foolish channels and pocketbooks to be depleted for nothing," he said.

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### **Chicago's Local Chapter**

Vice-President Dietz advises the BULLETIN that a committee consisting of Mr. F. R. Jenkins of the Commonwealth Edison Company, Mr. W. R. DeField of Montgomery Ward and Company and himself, has been appointed to complete the plans for organizing the Local Chapter of our Association in Chicago. The personnel of the committee insures a successful organization.

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### **Mr. Hopf Issues a Pamphlet on "Efficiency in Business"**

Mr. Harry A. Hopf, Class "A" representative of the Phoenix Mutual Life Insurance Company, has prepared a pamphlet entitled "Efficiency in Business," which is based on an address delivered by Mr. Hopf before the Atlanta Chamber of Commerce.

Mr. Hopf states that there are a few copies remaining on hand which may be purchased from the Ronald Press Company, 20 Vesey Street, New York City, at the nominal price of thirty cents.

Mr. Hopf states there were so many requests for his previous pamphlet, "Surveying My Day," that he has decided to have the distribution of his later pamphlet handled by the Ronald Press. The price, however, is merely the cost of publishing.

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### **Organization and Official Minutes of the Meetings of the Philadelphia Local Chapter**

Reported by S. Horace Disston, Secretary and Treasurer

#### **OFFICERS**

Chairman, M. H. Wright, John B. Stetson Co.

Vice-Chairman, N. F. Dougherty, Pennsylvania R. R. Co.

Secretary-Treasurer, S. Horace Disston, Henry Disston & Sons, Inc.



EXECUTIVE COMMITTEE

N. F. Dougherty (Chairman), Pennsylvania R. R. Co.  
J. D. Gill, Atlantic Refining Co.  
Katharine Huey, Curtis Publishing Co.  
Maurice Fels, Fels and Co.  
John C. Lynch, Bell Telephone Co.  
Mahlon R. Kline, Philadelphia Rapid Transit Co.

MINUTES OF A MEETING HELD FEBRUARY FIRST AT THE J. B.  
STETSON COMPANY'S OFFICE

A stated meeting of the Philadelphia Chapter of the National Association of Corporation Schools was held at the office of the John B. Stetson Co., Thursday, February 1, 1917, at 3 P.M. The following being present:

J. D. Gill, Atlantic Refining Co.  
Ralph W. Kinsey, Dives, Pomeroy & Stewart.  
Maurice Fels, Fels and Co.  
John C. Lynch, Bell Telephone Co.  
M. H. Wright, John B. Stetson Co.  
N. F. Dougherty, Pennsylvania R. R. Co.  
Miss Harriet Fox, Strawbridge and Clothier.  
Miss Katharine Huey, Curtis Publishing Co.  
Mrs. Linda Patton, Curtis Publishing Co.  
F. C. Broadhead, Curtis Publishing Co.  
Wm. W. Young, Bell Telephone Co.  
S. H. Disston, Henry Disston & Sons, Inc.

Mr. M. H. Wright, Chairman, presided. Mr. Wright suggested that, this being our first meeting, he thought it would be in order to throw open the meeting for general discussion. At the request of the Chair, Mr. Dougherty outlined the meeting held at the Curtis Publishing Co., at which time the need of a local chapter was discussed and decided upon. At that meeting a nominating committee was appointed, and a mail ballot cast, which resulted in the election of the present officers and executive committee.

Mr. Dougherty called the attention of the Chair to the fact that Mr. R. C. Clothier (Curtis Publishing Co.) and Mr. R. B. Lindsay (Midvale Steel Co.), having resigned, left two vacancies on the Executive Committee to be filled. Mr. Wright asked for nominations—Mr. Dougherty nominated Miss Huey, seconded by Mr. Broadhead. Miss Huey nominated Mr. Fels, seconded by Mr. Lynch. Put to a vote both parties were unanimously elected.

Messrs. Lynch and Dougherty suggested a Committee to



organize and plan the work, as a result of which the Chair appointed Mr. Dougherty (Chairman of the Executive Committee) to act as a Committee on the Whole, on Papers and meetings.

After a general discussion it was decided that the next meeting should be held March 1st in the Assembly Room of the Curtis Publishing Co. at an hour to be announced.

A general discussion was engaged in as to the character of work to which the Chapter should confine itself. For the time being it was decided to devote our attention to the subject of education, endeavoring to advise and co-operate with the city and state departments on school work.

Mr. Gehris informed the meeting that on February 1st the Stetson Co. had started their Continuation School, and would be very glad at the end of a month's time to inform our Chapter of the results they were securing. Mr. Gehris stated that they were going to endeavor to direct their Continuation school work along practical lines; this would have to be done by co-operation between the teacher of the class and the factory management.

The Secretary of the local chapter was instructed to write the National Secretary, advising him we had organized the Philadelphia Chapter and held our first meeting, and to ask for the financial assistance provided for in the Constitution of Local Chapters.

Mr. Easton (of the Central Branch, Y. M. C. A.) was introduced by Mr. Wright and asked to state fully the work of the Industrial and Technical Educational Conference, and as a result of his talk it was decided that Mr. Easton should extend an invitation to Mr. Henderschott, approved by our local Chapter, to address a joint meeting of the two associations.

After a general discussion of the results obtained by the public schools, Business Colleges and Continuation and Corporation schools the meeting was brought to a close at 4.45 P.M., there being no further business.

#### MINUTES OF A MEETING HELD MARCH FIRST

A stated meeting of the Philadelphia Chapter, National Association of Corporation Schools, was held in Assembly Hall, Curtis Publishing Co., at 2.30 P.M., March 1, 1917. The following being present:

Mr. J. D. Gill, Mr. Maurice Fels, Miss K. Huey, Mr. W. W. Young, Mr. F. C. Broadhead, Mrs. Linda Patton, Miss Harriet Fox, Mr. N. F. Dougherty, Mr. M. H. Wright, Mr. S. H. Disston.

Mr. Wright, Chairman, presided.

The minutes of the previous meeting were read and approved. The secretary presented a letter from Mr. Henderschott in which he stated that the check covering half the dues of Class B and C members would be forthcoming in a short space of time.

Mr. Wright advised of a call from Mr. John McLeod, ex-President National Association. Mr. Wright informed us that the evening of March 15th had been set for a joint meeting of our Association with that of the Industrial and Technical Educational Conference; also that he had secured the meeting room of the Chamber of Commerce for this night.

The secretary was instructed to issue invitations to Philadelphia manufacturers to attend this meeting.

Mr. Dougherty, as Chairman of the Committee on Papers and Meetings, read several letters from members of his committee, suggesting topics and the line of work to be pursued.

At the invitation of Mr. Wright, Dr. Louis Nusbaum, Associate Superintendent of Education in charge of Continuation School work, spoke in a very clear and intelligent way on the Continuation School work in Philadelphia. Dr. Oliver P. Cornman then spoke in the way of emphasizing Dr. Nusbaum's remarks. Mr. Dougherty moved that a vote of thanks be tendered these gentlemen for their attendance at this meeting. Mr. Carl Gaum, representative of the Pennsylvania State College, and Messrs. Broadhead and Dougherty entered into a discussion of Drs. Nusbaum's and Cornman's remarks. At the suggestion of the Chairman, each one of the members spoke briefly as to whether they had continuation schools at their plants.

Mr. Gill presented the thought of continuation school work for others in addition to the minors between the ages of 14 and 16; the opinion of the meeting, however, was that this was not practical. Mr. Gill also presented the subject of Americanization of foreigners, and Mr. Wright suggested to Mr. Dougherty that this might be a good subject for discussion at some future meeting.

There being no further business, the meeting was brought to a close.

JOINT MEETING OF THE INDUSTRIAL AND TECHNICAL EDUCATION  
CONFERENCE AND PHILADELPHIA LOCAL CHAPTER

A joint meeting of the Industrial and Technical Education Conference and the Philadelphia Local Chapter of The National Association of Corporation Schools was held Thursday evening,

March 15th, in the Directors' Room of the Philadelphia Chamber of Commerce.

Mr. Mont H. Wright, chairman of the local chapter, presided. The speaker of the evening, Mr. F. C. Henderschott, Executive Secretary of The National Association of Corporation Schools, was introduced by Mr. Gummere, of Drexel Institute.

The subject of Mr. Henderschott's talk was the work of the corporation schools, and particularly as applied to The New York Edison Company. The matter was presented in a most interesting manner, and received very appreciatively by the audience. It was the consensus of opinion that many points were brought out and clarified that would be of benefit to those present.

At the conclusion of Mr. Henderschott's remarks the meeting was opened for general discussion.

Dr. Nusbaum, Assistant Superintendent of Education, in charge of continuation school work in Philadelphia, addressed the meeting, and pointed out the great similarity in the branches in the curriculum of the continuation school and that of The New York Edison Company. Mr. Wright invited any suggestions, in the talk following, that would be of benefit in helping us to promote corporation school work in Philadelphia.

Mr. Gummere moved that a vote of thanks be tendered Mr. Henderschott for his kindness, and Dr. Miller, of the Philadelphia School of Industrial Arts, in seconding this motion, thought that the word "corporation" in the corporation school connection was apt to be looked on with disfavor, and suggested that "Employers' School" would be taken to more kindly.

Many of Philadelphia's largest manufacturers were represented and some of Philadelphia's foremost educators.

There being no further discussions, the meeting was brought to a close.

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### **News of the New York Local Chapter**

The first meeting of the Executive Committee was held on February 27th. Chairman Scanlon presided, and there were six other members of the committee present.

After general discussion a Program Committee was appointed, composed of the following members:

Mr. C. E. Fitzpatrick, Chairman.

Mr. F. L. Devereux, American Tel. Co.

Mr. R. H. Glassley, Montgomery Ward & Co.

The Program Committee was instructed to get in touch with the members of the New York Local Chapter and ask them to

submit brief outlines of their industrial problems. The Committee will then compile these problems and present them to the Executive Committee at its next meeting for general discussion.

The Executive Committee met again at the office of Mr. Waldemar Kops, of Kops Brothers, on March 7th. Chairman Scanlon presided, and five other members of the Committee were present.

After general discussion the Program Committee was instructed to analyze all replies received in response to the circular sent out under date of March 2nd, and arrange all questions in definite form, combining wherever possible. The Committee also to arrange program for first general meeting, it being the general opinion of the Executive Committee that this meeting should be held as soon as possible in the evening. Some speaker to be secured to address the Local Chapter upon some topic of interest. The Program Committee to make a tentative report to the Executive Committee at an early date.

Mr. C. E. Fitzpatrick, Secretary and Treasurer of the New York Local Chapter, advises the BULLETIN that "the watchword of the Chapter, in the beginning at least, is to 'get acquainted with ourselves,' and we are going to make every effort to assist each other in the solution of our own particular problems. Arrangements are under way for a large general meeting of the entire Chapter, to take place the first week in April, at which time a definite program and policy will be outlined and all necessary preparations made to insure large and enthusiastic gatherings in the future. Judging from the discussions at our Executive Committee meetings, it is quite evident that we have a wonderful field for constructive work right among our own members, and it is most interesting to see these new ideas brought forth, constructively criticised and developed among ourselves."

The first general meeting of the New York Chapter will be held during the first week in April, at which time Chairman Scanlon and Mr. F. C. Henderschott, Executive Secretary of the National Association, will be the speakers.

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#### **Educational Work of The Schwarzenbach-Huber Company**

Every weekday afternoon at 5 o'clock thirty young women leave their looms at the Schwarzenbach-Huber & Company silk mills, Avenue E and Eighteenth Street, Bayonne, and walk into a cosy little cottage prepared for them, says the Jersey City, New Jersey, *Journal*, where they spend an hour under the direction

of the Misses Mary Haley and Mildred Gannon, studying the language of their adopted land. Every one of those girls are foreigners, Polish, Slav, Lithunian and the like. The mill has given them the opportunity to better themselves, and, appreciating the value of knowing the English language, these girls are enthusiastic in their application to their studies.

George Albach, superintendent of the mills, is proud of the showing made by the girls, and predicts great things for them.

General Superintendent Henry Ruegg, of the mills of the company, together with other officials of the company, conceived the idea of establishing a school for the girls of foreign birth, and when arrangements were discussed it was planned to secure a small two-story frame building which adjoins the big factory on the north, and renovate it so that two classrooms could be fitted up. To-day the schoolhouse stands a monument to the progressiveness of the company officials. Application was made to the School Board through Superintendent Smith for permission to open the school and for teachers to instruct the girls. The Misses Haley and Gannon were assigned to take the classes, they being employed as teachers at the Vocational School.

Miss Haley explained the method adopted to instruct the girls in class. When the school opened last November none of her pupils were able to speak the tongue of their adopted country. Now they have advanced so that they are able to describe many parts of the machines in the silk mills to their teachers. Miss Haley explained that objects such as shuttles, spools, apples and whatever else can be utilized are shown the girls and are referred to by their proper names in English. The girls in the beginning were instructed to touch different objects in the classroom and gradually become familiar with their names. Then, too, the girls are taught the spelling of the words they have learned to speak, and are fast becoming familiar with the written and printed word as well as the spoken.

The girls, most of whom are almost grown women, were at first diffident about attending school. Their first objections were overcome when a back entrance to the school was provided by cutting through the wall of the factory building and providing a rear entrance to the little gray schoolhouse. Gradually the girls will be taught domestic science. Many of them are capable of cooking in an offhand way, but they know little of food values. They will be taught the various domestic arts, and if they remain long enough at school will "graduate" as accomplished housekeepers. It was the idea of training the girls so that when they



left the mill and married they would be good housekeepers, which actuated the company officials to establish the school.

The school is to be a permanent institution, and as soon as the girls who have not already taken up attendance learn the school has been established for their benefit and overcome their natural shyness, the proprietors of the mill are prepared to place another building at their disposal and provide the teachers, too. There is no charge to the employes for tuition. The management is planning the distribution of prizes to the most proficient scholars at the end of the term in warm weather.

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### NEW MEMBERS

Since the last statement appeared in the BULLETIN, the following new members have been received:

#### Class "A"

Goodman Manufacturing Company, Chicago, Ill.—Mr. A. B. Benedict.

Republic Iron & Steel Company, Youngstown, Ohio—Mr. E. R. Rose.

#### Class "B"

Shay, J. B.—Western Electric Company, Inc., New York.

Wakefield, P. E.—Carnegie Steel Company, Duquesne, Pa.

#### Class "C"

Debes, E. R.—Fore River Shipbuilding Corporation, Quincy, Mass.

Hamilton, A.—Fore River Shipbuilding Corporation, Quincy, Mass.

Hamblin, J.—Fore River Shipbuilding Corporation, Quincy, Mass.

Larkin, J. M.—Fore River Shipbuilding Corporation, Quincy, Mass.

Richardson, J.—Fore River Shipbuilding Corporation, Quincy, Mass.

Dunham, W. E.—A. M. Byers Company, Pittsburgh, Pa.

Easton, W. O.—Y. M. C. A., Philadelphia, Pa.

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"All men are entitled to an education—but they have to get it."

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Give me health and a day and I will make the pomp of emperors ridiculous.—EMERSON.

## **"HE BLAMED ME"**

said a Class "A" representative, "because I had not tipped him off that on page 564 of the last proceedings the Office Work Committee report discussed, 'Instructions to Correspondents.' Just the information he had spent good time and money to duplicate.

"You can't get by with that," said I. "One man in any big company can't know what all you fellows are working on and thinking about.

"He sent in his Class 'B' membership and now he keeps personally in touch with all the Association's services, committee reports, monthly BULLETIN, annual proceedings, executive office service, etc."

**EXECUTIVE SECRETARY'S OFFICE,  
Irving Place and 15th Street,  
New York City:**

Our Company is a Class "A" member (see list in BULLETIN). Please enroll me as a Class "B" member and send bill for dues to:

Name .....

Company .....

Address .....

**NOTE**—Bound volume, 804 pages, of The National Association of Corporation Schools' 1916 Proceedings FREE to each new member.

## PROGRAM FOR BUFFALO CONVENTION

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**Outline of the Daily Sessions and Other Interesting Data Taken From the "Hand Book to Be Issued in Connection with the Fifth Annual Convention of Our Association, to Be Held in Buffalo, June 5th, 6th, 7th and 8th, with Informal Conferences on the Evening of June 4th.**

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### GREETINGS

*"Be at Home"*

From our Host

From the Mayor of Buffalo

### SUGGESTIONS TO DELEGATES

*"Be Alert"*

#### BEFORE STARTING TO CONVENTION

Read all the advance reports if possible. Be sure to read the ones which bear directly upon your own educational activities. Make note of any points with which you differ and which you would like to discuss.

Call the convention to the attention of others in your company. If you cannot go get some one in your company to go in your place. Be sure to notify the Hotel Committee about your reservation.

Get in touch with other companies in your city or neighborhood and arrange to make the trip with their delegates.

Take a notebook with you. Use it.

List some definite educational problems you want to get cleared up while at the convention.

#### WHILE AT THE CONVENTION

Register at once and get a badge.

Leave your "office" at home and be keenly alert as to what others are doing along your lines of endeavor.

Be present at meetings.

Be on time.

If there are several delegates from your own company don't take your meals together. Meet new people.

Get into the discussions. Contribute something of value. Ask questions freely.

Make arrangements with the Executive Secretary to get additional copies of any reports you think would be especially helpful or interesting to your people.

Make arrangements with other delegates for exchange of pamphlets descriptive of educational courses, etc., issued by their respective companies which may be helpful in revising your own.

#### UPON RETURNING HOME

If possible plan to stop off to visit at least one company conducting educational work.

Make a report of the convention to your chief and send copies to others you believe would be interested.

Send to the Executive Secretary your comments on:

1. Those features of the convention which impress you most favorably.
2. Those features which you believe might be improved.
3. Any suggestions that may occur to you which may be helpful in conducting future conventions.

Return promptly to the Executive Secretary's office the stenographer's notes of your part in the discussions. Promptness enables those delegated the task of issuing the proceedings to get the bound volumes in the hands of all members at an early date. Stenographer's notes not returned promptly will be edited by those in charge of the publication of the proceedings.

#### EXECUTIVE COMMITTEE INSTRUCTIONS

*"Be Thoughtful"*

##### TO MEMBERS OF EXECUTIVE COMMITTEE

All members are urged to attend the entire convention.

There will be meetings of the Executive Committee during the convention.

Each member should feel a sincere responsibility for getting new and old members acquainted.

The following members of the Executive Committee are appointed a Program Committee and are held responsible (in co-operation with the Local Committee) for the success of the convention.

Mr. F. C. Henderschott, Chairman; Mr. J. H. Yoder and Mr. J. W. Dietz.

##### TO ASSOCIATION OFFICERS

Various officers have been given charge of morning sessions.

Thoroughly familiarize yourself with all instructions relative to conducting the convention whether contained in the Handbook or sent you by letter from the Executive Secretary's office.

Responsibility for promptness of meetings and conduct of sessions in accordance with the plan is delegated to each presiding officer. The presiding officer is enjoined that delay in opening invites delay in coming.

The chairman will have charge of the discussion of his committee's report. He will sit with the presiding officer.

The Executive Secretary and staff are responsible for getting accurate records of the convention proceedings, maintaining association headquarters, registration and information bureau, furnishing badges, publishing and distributing advance reports, conducting the pre-convention publicity, assisting with local publicity during convention, and shall take care of announcements and such other details as will contribute to the smooth running of the convention.

### TO COMMITTEE CHAIRMEN

#### *"Be Aggressive"*

No reports will be read in full. Morning sessions provide for a 15-minute synopsis of your report in which the main points for discussion shall be placed before the convention.

Designate, in advance, persons to open the discussion of your report. Have this discussion take up what you think are the *most important points* which should be touched upon in the open discussion.

Remember you are the chairman of discussion on your reports. As chairman of discussion you are required to:

- (a) Sum up at intervals the outcome of the discussion up to that time.
- (b) To propose the next sub-question that should receive attention.
- (c) To interfere in the discussion, if necessary to save time and accomplish valuable results.
- (d) To eliminate talk that is not to the point.
- (e) To prevent speech-making.

Get the feeling established that the unit of procedure is a well-made "point."

Have a point to make

Make it

Stop Talking

- (f) Keep control of the proceedings.
- (g) Be on the alert for suggestions that should be embodied in future reports of your committee.



*Remember you are expected to attend the Monday night meeting of the Executive Committee to receive final convention instructions.*

## **TO LEADERS OF ROUND TABLE DISCUSSIONS**

### *"Be Tactful"*

"Round tables" are the most helpful part of the convention. Here the delegates ask confidential questions on details which they will not bring up in large meetings.

Success of a "round table" can be measured by the percentage of those present who take part; 100% when all have received help and contributed in turn.

Be sure there is a blackboard in the room.

Open the discussion by assuring all that, while notes are taken for the proceedings, no company names or delegates' names will be printed. On request even the notes will not be taken.

State your plan for the conference.

One good plan is as follows:

(a) Ask all to hand in at least one question which they have written and would like answered.

(b) Ask some one near the front to read the questions aloud.

(c) Write them on the blackboard, grouping into major groups, which will readily become apparent; call out the duplicates, when only stated in slightly different way.

(d) Then say "we will divide our time (for instance, ten minutes for each of the six major questions), allowing enough time at close to take up new questions which have suggested themselves during the discussion."

Do not attempt to answer the questions yourself; put them back to the group. Ask for show of hands on points on which there seems a decided difference of opinion.

The "round table" gives you information on how, why and what the other company is doing.

## **PRE-CONVENTION "ROUND TABLES"**

(Monday night—June 4th)

Place—Hotel Statler.

*"Be Progressive"*

There is a demand on the part of some industries for special round tables where problems common to a particular field may be discussed. Such conferences will be arranged if six or more delegates signify their intention to attend.

Notify one of the following before Monday, May 28th:

Steel Industries, Mr. John McLeod, Carnegie Steel Company, Pittsburgh, Pa.

Telephone & Telegraph, Mr. Kendall Weisiger, Southern Bell Telephone Company, Atlanta, Ga.

Railroads, Mr. J. H. Yoder, Pennsylvania Railroad Company, Altoona, Pa.

Automobiles, Mr. Paul V. Farnsworth, Cadillac Motor Car Company, Detroit, Mich.

Manufacturing & Distributing Companies, Mr. E. D. Shaw, Burrough Adding Machine Company, Detroit, Mich.

Public Service, Gas & Electric Company, Mr. E. G. Grandstaff, The New York Edison Company, New York City.

Insurance, Mr. Harry Hopf, Phoenix Mutual Life Insurance Company, Hartford, Conn.

Mail Order, Mr. R. H. Puffer, Larkin Company, Buffalo, N. Y.

Department Stores, Miss H. R. Fox, Strawbridge & Clothier, Philadelphia, Pa.

The leaders of these special round tables will notify you whether or not enough signify their intentions of coming early.

If a sufficient number of our members signify their desire to the Executive Secretary for additional round tables on any other subject for Monday evening the sessions will be arranged.

The leaders will also notify the Local Committee, so that suitable meeting places will be reserved.

Reports of these conferences will not become a part of the official proceedings.

*"Be Prompt"*

First Day

Tuesday, June 5th

Place—Larkin Auditorium.

GENERAL PROBLEMS

Remember delegates are here from all parts of the United States to help you and to receive help from you. Bear this fact in mind. Make your discussions brief and to the point.

(Chairman's report 15 minutes—Assigned discussion 5 minutes each—open discussion 2½ minutes each)

*Watch the Lights*

(Green light—Warning. Red light—Speaker's time expired)

*Morning*—Dr. H. M. Rowe, Second Vice-President, Presiding

9.30- 9.35—Formal Opening, President Tily.

Welcome by Mr. J. D. Larkin, Jr., Assistant Treasurer Larkin Company.

9.35-10.15—Vocational Guidance, Mr. A. C. Vinal.

10.20-11.00—Employment Plans, Mr. F. P. Pitzer.

11.10-11.50—Administration and Supervision, Dr. H. M. Rowe.

11.55-12.30—Educational Methods, Mr. J. K. Brugler, Jr.

Announcements

LUNCHEON

*Afternoon*—Dr. H. M. Rowe, Second Vice-President, Presiding

**ROUND TABLES**

*"Be Brief"*

<i>Time</i>	<i>Subject</i>	<i>Leader</i>	<i>Place</i>
2.00-3.30	Vocational Guidance,	Mr. A. C. Vinal,	Larkin Auditorium
3.40-5.00	Employment Plans,	Mr. F. P. Pitzer,	Larkin Auditorium

Announcements

DINNER

*Night*—Dr. H. M. Rowe, Second Vice-President, Presiding

**ROUND TABLES**

*"Be Brief"*

<i>Time</i>	<i>Subject</i>	<i>Leader</i>	<i>Place</i>
7.30-9.30	Joint discussion for executive supervisors and instructors,	Mr. C. R. Dooley,	Hotel Statler
	Administration, supervision and methods,	Mr. C. R. Dooley,	Hotel Statler

*"Be Prompt"*

Second Day

Wednesday, June 6th

*Place*—Larkin Auditorium.

# INDUSTRIAL PROBLEMS

Remember delegates are here from all parts of the United States to help you and to receive help from you. Bear this fact in mind. Make your discussions brief and to the point.

(Chairman's report 15 minutes—Assigned discussion 5 minutes each—open discussion 2½ minutes each)

## *Watch the Lights*

(Green light—Warning. Red light—Speaker's time expired)

*Morning*—Mr. J. W. Dietz, First Vice-President, Presiding

9.30-10.15—Safety and Health, Mr. S. W. Ashe.

10.20-11.00—Trade Apprenticeship, Mr. F. W. Thomas.

11.00-11.50—Unskilled Labor, Mr. J. E. Banks.

11.55-12.30—Special Training Schools, Mr. J. W. Dietz.

## Announcements

## LUNCHEON

*Afternoon*—Mr. J. W. Dietz, First Vice-President, Presiding

## ROUND TABLES

### *"Be Frank"*

<i>Time</i>	<i>Subject</i>	<i>Leader</i>	<i>Place</i>
1.30-2.25	Safety and Health,	Mr. S. W. Ashe,	Larkin Auditorium
2.30-3.25	Trade Apprenticeship,	Mr. F. W. Thomas,	Larkin Auditorium
3.30-4.25	Unskilled Labor,	Mr. J. E. Banks,	Larkin Auditorium
4.30-5.25	Special Training Schools,	Mr. J. W. Dietz,	Larkin Auditorium

## BANQUET

### *"Be Friendly"*

*Place*—Hotel Statler *DRESS INFORMAL*  
Mr. W. R. Heath, Toastmaster

There will be two addresses by speakers of national reputation.

### *"Be Prompt"*

Third Day Thursday, June 7th

*Place*—Larkin Auditorium.

### COMMERCIAL PROBLEMS

Remember delegates are here from all parts of the United States to help you and to receive help from you. Bear this fact in mind. Make your discussions brief and to the point.

(Chairman's report 15 minutes—Assigned discussion 5 minutes each—open discussion 2½ minutes each)

#### *Watch the Lights*

(Green light—Warning. Red light—Speaker's time expired)

*Morning*—Dr. Lee Galloway, Secretary, Presiding

9.30-10.15—Continuation Schools, Dr. Paul Kreuzpointner.

10.20-11.00—Selling and Distribution, Dr. Lee Galloway.

11.10-11.50—Retail Salesmanship, Miss H. R. Fox.

11.55-12.30—Office Work Schools, Mr. R. H. Puffer.

### Announcements

### LUNCHEON

#### *"Study the Exhibits"*

*Afternoon*—Dr. Lee Galloway, Secretary, Presiding

### ROUND TABLES

#### *"Be Open-Minded"*

2.00-3.00—Selling and Distribution, Dr. Lee Galloway, Larkin Auditorium

3.10-5.00—Continuation Schools, Dr. Paul Kreuzpointner, Larkin Auditorium

### DINNER

*Night*—Dr. Lee Galloway, Secretary, Presiding

### ROUND TABLES

#### *"Be Open-Minded"*

<i>Time</i>	<i>Subject</i>	<i>Leader</i>	<i>Place</i>
7.30-8.30	Retail Salesmanship,	Miss H. R. Fox,	Hotel Statler
8.35-10.00	Office Work Schools,	Mr. R. H. Puffer,	Hotel Statler

#### *"Be Prompt"*

Fourth Day      Friday, June 8th

*Place*—Larkin Auditorium.

### ASSOCIATION PROBLEMS

Remember delegates are here from all parts of the United



States to help you and to receive help from you. Bear this fact in mind. Make your discussions brief and to the point. (Chairman's report 15 minutes—Assigned discussion 5 minutes each—open discussion 2½ minutes each)

*Watch the Lights*

(Green light—Warning. Red light—Speaker's time expired)

*"Be Constructive"*

*Morning*—Dr. Herbert J. Tily, President, Presiding

9.30-10.15—Association Relations to Public Education, E. H. Fish.

10.20-11.00—Association Relations to Other Similar Organizations and Institutions, Mr. James A. Roosevelt.

11.10-11.25—What the Local Chapters Can Do for the Association, Ex-President John McLeod.

11.30-11.45—The Association—Its Service and Its Scope, President Herbert J. Tily.

**BUSINESS SESSION**

12.00-12.30—Report of the Executive Secretary.

Report of the Treasurer.

Report of the Nominating Committee.

Election of Officers.

Report of the Committee on Resolutions.

New Business.

A word from the new president to the members.

Response by members.

*Afternoon*

*Recreation*

*"Be Happy"*

An automobile trip to Niagara Falls

"Should Auld Acquaintance Be Forgot"

**WHAT VISITING LADIES MAY DO**

"Talk Shop," and will be welcome at any or all of the sessions.

OR

**TUESDAY:** Take a trip through the Larkin Factories. Lunch at Larkin Company.

**WEDNESDAY:** Visit the Albright Art Gallery and have Tea at the Park Club. Attend the Association Banquet.

**THURSDAY:** Enjoy an automobile trip and take Tea at the Automobile Club.

**FRIDAY:** A.M. Sleep late.

A trip through the Larkin Plant will start at 11.00 o'clock for those who missed the Tuesday Trip.

P.M. Have luncheon at the Larkin Company.  
Automobile Trip to Niagara Falls.

## **BUFFALO CONVENTION COMMITTEES**

### **PERSONNEL AND DUTIES**

Larkin Company's The National Association of Corporation  
Schools Representative, Mr. R. H. Puffer

General Chairman of Local Committee, Mr. W. N. Whitney  
*Hotel "Be Comfortable"*

Chairman, Mr. Chas. R. Wiers

Telephone Number, Howard 2400 or Frontier Phone by dialing  
2021-O

To co-operate with delegates and hotel management in making room reservations and insuring comfort of guests.

To assist delegates in arranging for reservations for homeward journey.

To have members act as welcoming committee at various hotels where reservations are made.

To furnish delegates with necessary information at convention headquarters in regard to rooms, etc., and give all necessary assistance in having delegates suitably located.

Reservations should be made in advance. Arrangements have been made with the Hotel Statler to set aside rooms for this convention, but they will only be held for a limited time.

### **HOTEL STATLER**

The Hotel Statler will be the headquarters for the convention.

Location: Corner Washington Street and Swan Street.

Rates: Room with shower bath only, for one person, \$1.50 and \$2.00 per day; for two persons, \$3.00 per day, with Twin Beds, \$4.00 per day. Room with tub and shower bath, for one person, \$2.50 to \$5.00 per day; for two persons, \$4.00 to \$6.00 per day; with Twin Beds, \$5.00 to \$7.00 per day. Two connecting rooms, for two persons, \$5.00 to \$10.00; for four persons, \$8.00 to \$12.00 per day.

### **HOTEL IROQUOIS**

Location: Corner Main Street and Eagle Street.

Rates: Same as Hotel Statler, with this exception: the \$1.50 rooms are without bath of any kind.

HOTEL LAFAYETTE

Location: Corner Washington Street and Clinton Street.

Rates: Same as Hotel Statler with this exception; the \$1.50 rooms are without bath of any kind.

These hotels are located in the downtown business section and are about a 15-minute car ride from the Larkin Auditorium.

*Exhibits*

*"Be Graphic"*

Chairman, Mr. Horton Heath

Telephone Number, Howard 2400 or Frontier Phone by dialing  
2021-O

To learn from companies the extent of their exhibit.

To furnish information regarding available space.

To make suggestions regarding arrangement of exhibits.

To give shipping instructions and see that porter service is available for unpacking.

To place exhibit if asked to do so by company.

To make provision for a watchman's service to protect.

To superintend return of exhibit material.

ENTERTAINMENT COMMITTEE

Chairman, Mr. E. R. Hodges

Telephone Number, Howard 2400 or Frontier Phone by dialing  
2021-O

To arrange for entertainment of visiting ladies.

To make all provisions for the Banquet except the program for speakers.

To make all plans for Friday afternoon's recreation.

To learn from registration bureau number of guests interested in various events.

To arrange for daily luncheons.

SERVICE COMMITTEE

Chairman, Mr. R. H. Puffer

Telephone Number, Howard 2400 or Frontier Phone by dialing  
2021-O

To arrange for place of sessions and round table meetings, Executive Committee meetings and other small group meetings.

To provide all equipment, such as "red and green" lights, bulletin boards, registration desk, typewriter and typist, local and long distance telephone service, stenographic service to supplement the official stenographer's service.

To arrange for convention picture.

To have representative at registration desk to act as local information bureau

To wear badges "At Your Service."

To print and revise each night and have ready for morning distribution a roster of the registration.

PUBLICITY COMMITTEE

Chairman, Mr. W. N. Whitney

Telephone Number, Howard 2400 or Frontier Phone by dialing 2021-O

To co-operate with the Executive Secretary in handling the local publicity.

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**BOOKS WHICH MAY INTEREST OUR MEMBERS**

"The Executive and His Control of Men," by Dr. Enoch B. Gowin. Published by The Macmillan Company of New York, price not given.

As the title indicates, in this book Dr. Gowin, who is a Professor of Commerce in New York University, discusses the practical need at the present time in American industry for more executive ability. He finds that in proportion to the demand for it, such ability has always been scarce, and that the conditions in this respect will not improve under the rapid growth of organized enterprises.

The book is divided into three parts. Part one describes the qualities necessary in the executive who aspires to become a personal leader. After quoting from E. P. Ripley, President of the Atchison, Topeka and Santa Fé Railway, that "The executive's chief business is to organize, deputize and supervise," Dr. Gowin points out that:

"The control of men is the real problem of every organization. Ninety-seven per cent of a group of manufacturers interviewed declare it their most serious difficulty; scientific managers agree that systematic "soldiering" is the menace of industry; psychologists are convinced that the average man, without injury, could increase his output by half; observation and investigation reenforce the same truth, that progress waits upon men, and is thus dependent upon executive ability."

From chapter two, in which the author discusses the "Source of Personal Power," we quote the following extract, as it gives a better idea of the general content of the book:

"Each executive is inclined to feel his own task is unlike any other; 'my business is different.' It is a pleasant fiction. All executives are alike in this significant respect; they must handle people. Now human nature is pretty much the same the world over; in consequence, however apparent the difference in managing mill or public school or railroad, the executive's task is essentially the same everywhere. Making use of methods diverse as to detail but alike in principle, the general manager, bishop, or politician each holds in hand the reins of power."

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"Education," by Dr. Edward L. Thorndike, Professor of Educational Psychology in Teachers College, Columbia University. Published by The Macmillan Company of New York, price not given.

This book will be of value to those who are managing industrial educational departments or engaged in instructing.

The book furnishes an introduction to the study of education. It is entitled "a beginner's book."

Perhaps in no other profession has a knowledge of psychology been utilized in so large a degree as in education. The author seeks to point out the significance of specialized study in educational psychology, methods of teaching and class management. A history of educational theory and practice is given and the application of philosophy and ethics to education is made.

A brief extract from the opening chapter, in which the author discusses the meaning and value of education, will serve as a cue to the general content of the book.

"Man improves education as he improves any other human activity—by open-minded thought about it, by learning the results of existing forms of it, by experimenting with other forms, and by clearing up and making reasonable notions of what changes we should make in human beings and of how we should make them."

There are many instructors in industrial life who have a thorough knowledge of the subject upon which they instruct, but who are without knowledge, or who, at best, have received incomplete instruction in pedagogy. To those this book will be helpful.

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"Engineering as a Career." Published by D. VanNostrand Company of New York, price \$1.00.

This book is a series of papers written by prominent engineers, which were collected and published as a book, enabling



the boy and young man to gain a comprehensive picture of the field and compensating elements of engineering. It tells what is to be learned and where such information may be obtained.

It is estimated that ten thousand young men each year are started on engineering courses, and that others would choose the profession were they advised of its possibilities as a means to serve and a basis for personal development and success.

Each author has unconsciously written into his story something of his own characteristics and aspirations, and has pointed out a few of the causes which to him seem to lead to success or failure.

The authors have used non-technical language which makes the book extremely interesting to those who have chosen other lines of work.

The chapter on electrical engineering is typical of the general content of the book. Whereas it is estimated that there is between 60 and 80 millions of horse-power in the undeveloped water-power of this country as against only about 5 millions of hydro-electric horse-power now being developed, the writer points out that, under best conditions, it is now possible to convert about 90 per cent of the potential energy of the water into electric current at the switchboard; with the best of steam apparatus not more than 12 per cent of the potential energy in coal can be delivered in electric current at the switchboard. Here is a field which is profitable and which invites a solution from a large percentage of American youths. The financial return will be great to those who can add to the solution of the problem. While all branches of engineering may not contain quite so large and strong an appeal, every boy owes it to himself to keep advised of such possibilities as exist.

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"How to Teach," written in collaboration by George Drayton Strayer and Naomi Norsworthy, both of Teachers College, Columbia University. Published by The Macmillan Company of New York, price \$1.30.

Among those who have undertaken to direct the educational activities of industrial corporations are many who have not had training in the art or the profession of teaching. Many have developed out of the ranks who, while they possess the necessary knowledge both general and specific in character to develop successful educational courses, are more or less undeveloped in their pedagogical abilities. To those who fall within this classification this book will be of much value.

The authors affirm that the art of teaching is based primarily upon the science of psychology, and it has been their intention to make clear the principles of psychology which are involved in teaching, and to show definitely their application to the work of instructing.

The book is simply written and as free from technical terms as possible.

As the author of the book has pointed out, education is a group enterprise. The training of employes must be conducted more or less in groups. A thorough knowledge of pedagogy based on an equally thorough knowledge of psychological facts will be of great assistance to a corporation school instructor in developing his work to its highest efficiency.

### **THE CONTRIBUTION OF YOUTH TO AGRICULTURAL EFFICIENCY**

*(The New York Times)*

To the port from which large quantities of our grain and other foodstuffs are shipped to foreign countries there came a few days ago a joyous party of 421 boys and girls, a majority of whom have won prizes by showing how easy it is to increase the supply. These young champion corn growers from Ohio richly deserved the rewards given to them by their state and the hearty welcome they received in New York. They have been showing our farmers how to make an acre yield all that it can in return for their labor. For corn the average in Ohio is 39 bushels. But Dewey Hanes, 19 years old, the leader of these prize winners, induced an acre to give him 137  $\frac{8}{10}$  bushels this year, and a year ago he won the championship with 153 bushels. The difference between 39 and 153 amounts to something when the price of corn at Chicago is 90 cents a bushel. Next to young Hanes in rank is a girl, only 14 years old, who took 121 bushels from her acre. There were 2,000 boys and girls competing. Their average of 80 bushels may well be regarded with much satisfaction by the state authorities who offered the prizes.

Ohio is not the only state that has sought in this way to increase its grain output and to teach improved methods of cultivation, nor is this the first party of prize winners that has enjoyed a visit to New York and other Eastern cities as a part of the reward. It is good work that Western State Agricultural Departments are doing, and they have the sympathetic aid of agricultural colleges. The average yield per acre of grain in

the United States is much smaller than it should be. In the success and the methods of thousands of boys and girls during the last three years there is a lesson for nearly all of our grain farmers.

### **DIRECTORY OF LOCAL CHAPTERS**

#### *Pittsburgh Local Chapter*

John McLeod, Chairman,  
Carnegie Steel Company,  
Pittsburgh, Pa.

P. E. Wakefield, Secretary-Treasurer,  
Carnegie Steel Company,  
Duquesne, Pa.

#### *Philadelphia Local Chapter*

Mont. H. Wright, Chairman,  
John B. Stetson Company,  
Philadelphia, Pa.

S. Horace Disston, Secretary-Treasurer,  
Henry Disston & Sons, Inc.,  
Tacony, Philadelphia, Pa.

#### *New York Local Chapter*

John T. Scanlon, Chairman,  
Standard Fashion Company,  
New York City.

C. E. Fitzpatrick, Secretary-Treasurer,  
The Charles William Stores,  
Brooklyn, N. Y.

### **STANDING COMMITTEES**

#### **Public Education**

E. H. FISH, *Chairman*,  
Norton & Norton Grinding Companies,  
Worcester, Mass.

#### **Vocational Guidance**

ALBERT C. VINAL, *Chairman*,  
American Telephone & Telegraph Company,  
New York, N. Y.

#### **Employment Plans**

F. P. PITZER, *Chairman*,  
The Equitable Life Assurance Society,  
120 Broadway, New York, N. Y.

#### **Publication Committee**

F. C. HENDERSCHOTT, *Chairman*,  
The New York Edison Company,  
New York, N. Y.

#### **Policy and Finance Committee**

ARTHUR WILLIAMS, *Chairman*,  
The New York Edison Company,  
Irving Place & 15th Street, New York City.

F. C. HENDERSCHOTT, *Secretary*,  
The New York Edison Company,  
Irving Place & 15th Street, New York City.

#### **Administration and Supervision of Corporation Educational Work**

DR. H. M. ROWE, *Chairman*,  
The H. M. Rowe Company,  
Baltimore, Md.

#### **Safety and Health**

SYDNEY W. ASHE, *Chairman*,  
General Electric Company,  
Pittsfield, Mass.

**Allied Institutions**

JAMES A. ROOSEVELT, *Chairman*,  
Roosevelt & Thompson,  
New York, N. Y.

**Local Chapters**

JOHN MCLEOD, *Chairman*,  
Carnegie Steel Company,  
Pittsburgh, Pa.

**Educational Methods in Corporation Schools**

J. K. BRUGLER, JR., *Chairman*,  
Western Union Telegraph Com-  
pany,  
New York, N. Y.

**Trade Apprenticeship Schools**

F. W. THOMAS, *Chairman*,  
Atchison, Topeka & Santa Fe  
Railway,  
Topeka, Kan.

**Selling and Distribution Schools**

DR. LEE GALLOWAY, *Chairman*,  
New York University,  
New York, N. Y.

**Retail Salesmanship**

MISS H. R. FOX, *Chairman*,  
Strawbridge & Clothier Co.,  
Philadelphia, Pa.

**Membership Committee**

DR. HERBERT J. TILY, *Chairman*,  
Strawbridge & Clothier,  
Philadelphia, Pa.

F. C. HENDERSCHOTT, *Secretary*,

The New York Edison Company,  
New York, N. Y.

**Office Work Schools**

R. H. PUFFER, *Chairman*,  
Larkin Company,  
Buffalo, N. Y.

**Special Training Schools**

J. W. DIETZ, *Chairman*,  
Western Electric Company, Inc.,  
Chicago, Ill.

**Unskilled Labor**

J. E. BANKS, *Chairman*,  
American Bridge Company,  
Ambridge, Pa.

**Corporation Continuation Schools**

DR. PAUL KREUZPOINTNER, *Chairman*,  
The Pennsylvania Railroad Com-  
pany,  
Altoona, Pa.

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**Class "A" Members**

ADDRESSOGRAPH COMPANY, 901-11 W. Van Buren Street, Chi- cago, Ill.	Mr. W. K. PAGE
AMERICAN BRIDGE COMPANY, Pittsburgh, Pa.	Mr. J. E. BANKS
AMERICAN LOCOMOTIVE COMPANY, Schenectady, N. Y.	Mr. L. L. PARK
AMERICAN ROLLING MILL COMPANY, Middletown, Ohio.	Mr. CHARLES R. HOOK
AMERICAN SHEET AND TIN PLATE COMPANY, Pittsburgh, Pa.	Mr. J. A. HUNTER
AMERICAN STEEL AND WIRE CO., Worcester, Mass.	Mr. C. R. STURDEVANT
AMERICAN TELEPHONE AND TELEGRAPH CO., 15 Dey St., N. Y.	Mr. K. W. WATERSON
ATCHISON, TOPEKA & SANTA FE RAILWAY CO., Topeka, Kan.	Mr. F. W. THOMAS
THE ATLANTIC REFINING COMPANY, Philadelphia, Pa.	Mr. J. D. GILL
THE BELL TELEPHONE COMPANY OF PENNSYLVANIA, Philadelphia, Pa.	Mr. J. C. LYNCH
THE BRIGHTON MILLS, Passaic, N. J.	Mr. H. V. R. SCHEEL
BURROUGHS ADDING MACHINE CO., Detroit, Mich.	Mr. F. H. DODGE
CADILLAC MOTOR CAR CO., 1343 Case Ave., Detroit, Mich.	Mr. H. M. LELAND
CARNEGIE STEEL CO., Pittsburgh, Pa.	Mr. JOHN MCLEOD
CHALMERS MOTOR CO., Detroit, Mich.	Mr. CHARLES L. NEDOMA
THE CHARLES WILLIAM STORES, Brooklyn, N. Y.	Mr. C. E. FITZPATRICK
CHASE METAL WORKS, Waterbury, Conn.	Mr. C. J. VELTE
CHICAGO TELEPHONE COMPANY, Chicago, Ill.	Mr. C. C. CURTIS
THE CLEVELAND-CLIFFS IRON COMPANY, Ishpeming, Mich.	Mr. W. H. MOULTON
COMMONWEALTH EDISON COMPANY, 72 W. Adams St., Chicago, Ill.	Mr. FRED R. JENKINS
COMMONWEALTH STEEL COMPANY, St. Louis, Mo.	Mr. ARTHUR T. MOREY
CONSOLIDATED GAS CO. OF N. Y., 4 Irving Place, New York City.	Mr. WILLIAM D. KELLEY
CONSOLIDATED GAS, ELECTRIC LIGHT & POWER CO., of Baltimore, Baltimore, Md.	Mr. DOUGLAS BURNETT
CURTIS LUMBER & MILL WORK COMPANY, Clinton, Iowa.	
THE CURTIS PUBLISHING COMPANY, Independence Square, Philadelphia, Pa.	Mr. F. C. BRODHEAD
DENNISON MANUFACTURING CO., Framingham, Mass.	Mr. C. E. SHAW
HENRY DISSTON & SONS, INC., Philadelphia, Pa.	Mr. S. HORACE DISSTON
DIVES, POMEROY & STEWART, Reading, Pa.	Mr. RALPH W. KINSEY
DODGE MANUFACTURING CO., Mishawaka, Ind.	Mr. MELVILLE W. MIX
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